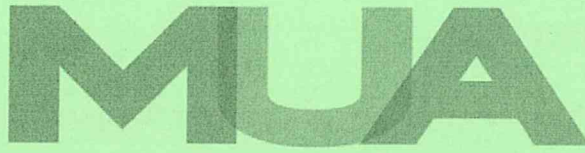


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POSTGRADUATE UNIVERSITY EXAMINATIONS -APRIL 2013

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

EMBA 508: INFORMATION MANAGEMENT

DATE: 16TH APRIL 2013

DURATION: 2 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **four (4)** questions.
4. Question **ONE** is compulsory .
5. Answer any other **TWO** questions.
6. Question one carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Study the following case and answer the questions that follow.

GALAXY GROUP: THE LONG ROAD TO CRM

The multiple mergers that formed insurer Galaxy Group in the late 1990s aggregated billions in revenue, assembled thousands of employees, and created a quagmire of customer data systems that couldn't talk to each other. In all, with all the branches, there were 34 disconnected policy and claims back-office systems, all loaded with critical customer data. As a result, "it was very difficult to get your hands around information," understates Mark, Galaxy's vice president of business integration and data architecture. One Galaxy's Group customer's account, for instance, might exist in multiple places within the newly combined company, leading, of course to a great deal of waste.

For the first couple of years after the mergers, Galaxy Group used a homegrown data-store solution as a quick fix. But by 2004, the \$5 billion disability insurer felt compelled to embark on a new master data management strategy aimed at uniting the company's disparate pockets of customer data, including account activity, premiums and payments

Integral to Galaxy Group's strategy would be a customer data integration (CDI) hub, built on service-oriented architecture, using a standard set of protocols for connecting applications via the Web (in effect, Web services). The project, begun in early 2005, has already improved data quality, soothed the multiple customer records headaches and created the possibility for a companywide, in-depth customer analysis. But as Mark acknowledges, there's still a long way to go. Of those original 34 systems, he has been able to get rid of only four to date. But he's still optimistic.

Mark is hoping that the new CDI approach will ultimately give his company the 360-degree view of the customer that has been promised by vendors since the dawn of Customer Relationship Management (CRM). In the late 1990s, enterprise software vendors like Oracle, PeopleSoft and Siebel sold the single view CRM's holy grail.

But implementation flameouts and legacy integration nightmares soured many CIOs on these expensive enterprise wide rollouts. A CDI hub differs from a traditional CRM solution in that a CDI allows a company to automatically integrate all of its customer data into one database, while ensuring the quality

and accuracy of the data before they are sent to the hub's central store for safe keeping.

Mark says the first data loaded into the CDI hub in late 2005 came from business customers and brokers. With the new system, Mark says, "We are now able to assimilate and display a broker's entire block of business and create some statistics and a profile of our relationship with that broker." Galaxy Group is now working to create individual profiles of employer customers so that every time a new customer account is created or accessed - perhaps to change an address or add new customer information - all employees of the insurance company, regardless of which system they are using, will see that change at the same time. "The desired end state is a CDI hub that has information about all customers across all products," he says.

REQUIRED:

- a) Demonstrate how Galaxy Group could gain from the application of database management systems for the CRM solution (10 marks)
- b) Outline the reasons that led Galaxy Group to the CDI hub project (5 marks)
- c) Illustrate how data mining application may be beneficial to Galaxy Group's business (5 marks)
- d) Analyze how Galaxy Group, though adhering to 'industry norms' may find itself in violation of law (5 marks)
- e) User training and support can be fundamental to the success of the CDI hub project. Develop a briefing document that discusses the usefulness of training (5 marks)

QUESTION TWO

- a) The company for which you work is currently facing financial crisis. The financial controller has proposed that the company should seek for alternative sources of software. One of the options available is that of freeware from the internet. As the organizations Information Technology manager, advise on the implications of adopting this proposal (5 marks)
- b) Assess why CEOs find it difficult to use the Transaction Processing Systems within business organizations (10 marks)

QUESTION THREE

- a) What important computer hardware developments do you expect to happen in the next 10 years? How will these developments affect the business use of computers?

(10 marks)

- b) Using suitable diagram illustrate the concept of Client/Server networking

(5 marks)

QUESTION FOUR

- a) "Business managers should be involved in the service level management in order to improve the information systems service provision". Formulate an appropriate Service Level Agreement (SLA) for the Financial Accounting section and the Information Systems Support section of your organization.

(10 marks)

- b) A Human Resources Manager needs to establish an acceptable pricing for a HR software application. Compare between "Line of Code" and "Function Point Analysis" approaches to the software price evaluation.

(5 marks)